

FY 07
Army Logistics Domain Information
Technology Implementation Plan

25 October 2006

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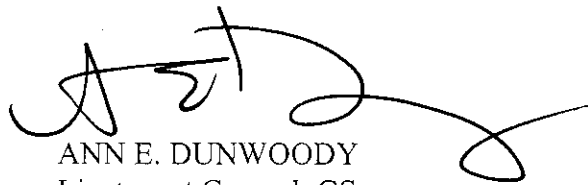
Message from the Headquarters Department of the Army Deputy Chief of Staff G-4

Accomplishing our logistics transformation goals and objectives is paramount to modernizing the force and supporting the Warfighter. Providing the Warfighter with the best available technology now and in the future requires a detailed plan that is realistic, synchronized, and funded.

The first step in moving towards the realization of the Army Logistics Domain vision was the publication of the Army Logistics Domain Strategic Information Technology (IT) Plan on 21 August 2006. The second step in accomplishing the vision is reflected in the publication of the Army Logistics IT Implementation Plan.

The focus of the Army Logistics Domain Strategic IT Plan was to identify at a high level the strategic and subordinate initiatives the logistics domain would need to accomplish to realize its vision. In contrast, the focus of this plan is to identify the who, how, and when critical logistics domain tasks will be completed.

Your continued participation and support are essential to the successful implementation of the Critical Tasks outlined in this plan. Working collaboratively, we can address the enormous challenges facing us as we transform Army logistics. As the Army Logistics Domain owner, I solicit your continued cooperation and look forward to working with you on modernizing Army logistics!

A handwritten signature in black ink, appearing to read 'A. Dunwoody', with a long horizontal flourish extending to the right.

ANN E. DUNWOODY
Lieutenant General, GS
Deputy Chief of Staff, G-4

Introduction

The Army Logistics Domain Strategic IT Plan outlined, at the strategic level, the path forward to accomplish the Army Logistics Domain Vision. This plan, the Army Logistics IT Implementation Plan, is an operational and living document that serves to ensure the Army Logistics IT Domain strategy is realized. This plan and the Army Logistics Domain Strategic IT Plan will be updated annually to ensure that Army Logistics IT priorities are established, communicated, resourced, and completed.

This Implementation Plan spans up to two years; however, it focuses on the current fiscal year and prioritizing the initiatives outlined in the Army Logistics Domain Strategic IT Plan. As such, fourteen critical tasks have been identified for implementation in this fiscal year. The critical tasks support the Strategic and Subordinate Initiatives.

- **Strategic Initiative 1:** Support today's Logistics Information Technology requirements in support of combatant commanders and joint operations
 - **Subordinate Initiative 1-1:** Field Bridging Standard Army Management Information Systems (STAMIS)
 - **Subordinate Initiative 1-2:** Support and Enable Army Force Generation (ARFORGEN)
- **Strategic Initiative 2:** Enable Army Transformation, Modularity, and Future Force through Improved Business Practices, Processes, and Technology
 - **Subordinate Initiative 2-1:** Reduce redundant and/or stovepipe IT investments
 - **Subordinate Initiative 2-2:** Fully implement the Single Army Logistics Enterprise (SALE)

The Strategic Initiatives describe the Army's overarching and inter-related Strategic End-State, where the Subordinate Initiatives define strategically what must be accomplished and consist of one or more critical tasks. The FY 07 Army Logistics Domain Strategic IT Plan defines these initiatives and can be found on Army Knowledge Online (AKO) at <https://www.us.army.mil/suite/folder/6236035>.

The Critical Tasks that support the Strategic and Subordinate Initiatives are the main focus of this document. Each Critical Task has a designated primary and supporting owner. Owners will use this document to identify their strategy for implementation and as a management tool to track progress. Tracking of key milestones and associated timelines is one way to keep the Army G-4 apprised of progress made as well as to highlight where assistance might be needed.

Use of the Army Logistics IT Implementation Plan will assist identification of resource constraints and facilitate resource re-allocation as needed. This document will also provide a means to keep the logistics community focused, while establishing a systematic management process to ensure Logistics IT priorities are fully realized.

Critical Tasks

Critical Task 1-1-1: Field Property Book Unit Supply – Enhanced (PBUS-E)

Strategic Initiative 1: *Strategic Initiative 1: Support today's Logistics Information Technology requirements in support of combatant commanders and joint operations*

Subordinate Initiative 1-1: Field Bridging STAMIS

Primary: Army G-4

Supporting Owner: Army G-8, PEO EIS

Description/Background: Fielding both PBUSE applications across the Total Army is critical to establishing accountability and visibility of Army Equipment from the units to Headquarters Department of the Army (HQDA). PBUSE plays an enabling role in accountability, visibility, equipment transfers, and also supports financial accountability. PBUSE supports the Army's tactical, non-tactical, installation, and industrial property accounting requirements during peace and war operations fully satisfying ARFORGEN/LOGFORGEN CSS property transfer function capabilities. DPAS, AMCISS, AMEDDPAS, and other non-STAMIS property book applications are incompatible with PBUSE adversely impacting mobilization and AR 5-9 support to tactical units in peacetime and throughout deployment and redeployment operations.

Strategy: Fielding PBUSE is the top priority Logistics STAMIS effort for the Army. Our focus is to gain funding before the end of FY06 to complete fielding of the Modified Table of Organization & Equipment (MTOE) Army before the end of FY 07 and have a significant portion of the Table of Distribution & Allowance (TDA)/non-MTOE Army complete by December 2007.

Milestones/Timelines:

- MAR 06: PBUSE Property Book (PB) 100% fielded to MTOE UNITS
- JUN 06: Initiate pilot program/work group to convert Defense Property Accountability System (DPAS)
- JUL 06: PBUSE Unit Supply (US) 51% fielded to MTOE UNITS
- SEP 06: Receive \$36M to fund hardware procurement and fielding teams to complete the existing fielding effort to the MTOE Army and achieve the majority of fielding to installation and TDA Activities across the Army
- 1st QTR 07: Develop Charter/Guidance for PBUSE to Total Army
- MAR 07: Establish PBUSE Program of Instruction (POI) to produce Advance Individual Training graduates
- JUL 07: PBUSE US to 95% plus of MTOE Army
- SEP 07: PBUSE fielded to 100% of MTOE Army
- DEC 07: PBUSE fielded to 90% of TDA Authorizations

Critical Task 1-1-2: Field Unit Level Logistics System – Aviation (Enhanced) (ULLS-A (E))

Strategic Initiative 1: *Strategic Initiative 1: Support today's Logistics Information Technology requirements in support of combatant commanders and joint operations*

Subordinate Initiative 1-1: Field Bridging STAMIS

Primary/ Owner: Army G-4

Supporting Owner: Army G-8, PEO EIS

Description/Background: ULLS-A E is a Web Based maintenance management application that replaces antiquated (not secure, not Net-centric) ULLS-Aviation System Change Package (SCP) 5 equipment with a windows based application and modern equipment. ULLS-A E provides 'near-real time' updates on maintenance status and requisitions increasing efficiency and confidence for the user. ULLS-A E includes a notebook computer as the aircraft log book that becomes a part of the aircraft. .

Strategy: ULLS-A (E) and SAMS-E are the Army's second priority for Logistics STAMIS fielding The Army strategy is to field deploying Combat Aviation Brigades (CABs) within capability (funding and fielding team capacity) and to resource Training and Doctrine Command (TRADOC) (Training Base – POI Requirements) NLT March 2007 to support Warfighters requirements. Active Component CABs not fielded prior to deployments will be fielded during RESET as a priority.

Milestones/Timelines:

- JUL 06: The following major unit Combat Aviation Brigades are ULLS-A E equipped: 1st CAV, 4th ID, 10th MNT Div, 25th ID, 2 Bn's of the 82d, the 36th ID (TXARNG), plus nine other ARNG sites.
- FY 07: Projected fielding is subject to funding.
- FY 08/09: Projected fielding (subject to funding): 2 ID, 12th CAB, 159th CAB, and 3 Bns of the 82d will be fielded upon return from theater along with the remaining AC and RC structure.

Critical Task 1-1-3: Field Standard Army Maintenance System – Enhanced (SAMS-E)

Strategic Initiative 1: *Strategic Initiative 1: Support today's Logistics Information Technology requirements in support of combatant commanders and joint operations*

Subordinate Initiative 1-1: Field Bridging STAMIS

Primary Owner: Army G-4

Supporting Owner: Army G-8, PEO EIS

Description/Background: SAMS-E is a Web-based maintenance management application that replaces antiquated (not secure, not Net-centric) ULLS-G, SAMS-1 and SAMS-2 equipment with a windows-based application and modern equipment. SAMS-E provides 'near-real time' updates on maintenance status and requisitions, increases efficiency, and improves user confidence.

Strategy: SAMS-E and ULLS-A (E) are the Army's second priority for Logistics STAMIS fielding. The Army strategy is to field deploying Brigade Combat Teams (BCTs), as the priority of effort followed by deploying Divisional Combat Aviation BDEs (CABs) and Sustainment BDEs with their BCTs. TRADOC (training base – 92A POI support) will be fielded NLT November 2006 followed by HBCTS, SBCTS, LBCTS, CABS, Sustainment BDEs in Army Resourcing Priority List (ARPL) order followed by all others in ARPL. SAMS-E I/TDA functionality is being developed for use by Installation DOL's and similar TDA activities into SAMS-E. Fielding of this capability is targeted NLT FY 2008.

Milestones/Timelines:

- NOV 05: SAMS-E approved for fielding followed by immediate fielding to the 10th MTN Div (L) (less 1/10 and 10th CAB).
- AUG 06: The following major units have received SAMS-E: 10th MTN (L), 25th ID (L), 1st CAV, 82d ABN DIV, 2/2 ID, 3/2 ID, 4/2 ID and 3/3 ID.
- FY07: The following units are projected for fielding (subject to funding): remaining units of 3rd ID, remaining units of 10th MNT Div, 3 ACR, 173rd BCT, SBCT 6, 101st AA Div, 4th ID, 1st ID and 1 AD assets as available followed by SBCT 2 and SBCT 7.

Critical Task 1-2-1: Continue to field Combat Service Support (CSS) Satellite Communications

Strategic Initiative 1: Strategic Initiative 1: Support today's Logistics Information Technology requirements in support of combatant commanders and joint operations

Subordinate Initiative 1-2: Make logistics information services accurate, timely, and accessible to the Warfighter's needs

Primary/ Owner: Army G-4

Supporting Owner: Army G-8, PEO EIS

Description/Background: Connects deployable Army MEDLOG, Logistics, and Human Relations forces to national providers through a globally available satellite communication network. Provides bandwidth on demand for tactical logistics which enables direct and timely support of Warfighting operations. Directly enables the requisition, shipment, receipt, issue, and retrograde of supplies and ammunition, personnel services at Brigade Combat Teams, distribution, and maintenance operations, readiness reporting and materiel management, and National Guard forces to deploy and sustain forces providing Defense Support to Civil Authorities. Provides leadership with visibility of sustainment and distribution operations. This capability to connect logistics, personnel, and MEDLOG operations to the network is provided with CSS SATCOM (VSAT) and CSS Automated Information Systems Interface (CAISI).

Strategy: CSS SATCOM is required at Medical Logistics (MEDLOG), logistics, and personnel locations.

- CSS SATCOM is authorized and located at the key logistics areas within the Army footprint; when coupled with CAISI, units can pass critical logistics data between maintenance, supply, distribution, and ammunition and property standard systems.
- Personnel (PDSR) – Authorized 1 ea per BCT to be located at BCT Main Command Post to support Personnel Services Delivery Redesign and enables the Commander to provide HR support directly to soldiers in garrison and deployed environments.
- MEDLOG – Authorized at MEDLOG, hospitals and evacuation companies to connect MEDLOG systems like MC4 (Medical Communications for Combat Casualty Care) to Theater Enterprise-Wide Logistics System (TEWLS) which ties in MEDLOG at the national, regional, and deployed unit level into a single business environment.

Milestones/Timelines:

- FY 07: Complete fielding CSS SATCOM to 80% of deploying forces and all deployable SARSS activities
- FY 08: Complete fielding of CSS SATCOM to all HR, MEDLOG and designated NGB nodes
- FY 09: Complete fielding of CSS SATCOM to all COMPO1 forces
- FY10-13 Complete fielding of CSS SATCOM to all COMPO2 & 3 forces

Critical Task 1-2-2: Field Battle Command Sustainment Support System (BCS3)

Strategic Initiative 1: *Strategic Initiative 1: Support today's Logistics Information Technology requirements in support of combatant commanders and joint operations*

Subordinate Initiative 1-2: Make logistics information services accurate, timely, and accessible to the Warfighter's needs

Primary Owner: CASCOM

Supporting Owner: PEO C3T

Description/Background: BCS3 is the Army's maneuver sustainment C2 system used to fuse sustainment, in-transit, and Force level information data to aid commanders in making critical decisions. BCS3 is the Army's logistics 'fusion center' at all echelons for maneuver sustainment support. It is modular, tailorable, and scaleable to meet the full spectrum of operations. BCS3 provides a graphical representation of the current logistics situation with the land Area of Operations (AO). BCS3 will be set up and operate inside facilities or tents where soldiers work, both in garrison and on the battlefield. The Total Army (Active, Reserve, and National Guard) will be included in the fielding.

Strategy:

- The BCS3 is a Total Package Fielding (TPF), Category I (Materiel System Fielding), Level 2 (High-Density Simple System). The BCS3 fielding will include the system, an initial set of technical publications, and the spare systems.
- The total materiel required for the successful fielding of the BCS3 system will be decided via a total generic Materiel Requirements List (MRL) developed by Product Manager (PdM) BCS3 and tailored through direct negotiations with the gaining command. All items on the negotiated MRL will be funded and requisitioned by PdM BCS3. The PdM BCS3 will provide the gaining command a joint supportability assessment that addresses end item availability, level of spares, and percent of fill quantity for all items identified as part of the TPF, and a request for unit call forward. Unit acceptance of a call forward will permit shipment to the designated staging point to meet Required Delivery Date (RDD).

Milestones/Timelines:

- FY 07: Complete fielding BCS3 to 92% of Component (COMPO) 1 units; 29% of COMPO 2 units; 37% of COMPO 3 units
- FY 10: Based on the revised BCS3 Materiel Fielding Plan (MFP), May 06 fielding will be completed to all COMPO
- FY 10-13: BCS3 will be integrated into Network Enabled Command and Control (NECC)
- FY 16-19: BCS3 will be integrated into Future Combat System (FCS)

Critical Task 1-2-3: Transportation Coordinator Automated Information for Movement System II (TCAIMS II)

Strategic Initiative 1: *Strategic Initiative 1: Support today's Logistics Information Technology requirements in support of combatant commanders and joint operations*

Subordinate Initiative 1-2: Make logistics information services accurate, timely, and accessible to the Warfighter's needs

Primary Owner: Army G-4

Supporting Owner: PEO EIS

Description/Background: TC-AIMS II provides an integrated information transportation system capability for routine deployment, sustainment, and redeployment/retrograde operations by employing the same DoD and Service shipment policies and procedures in peace and war for both the active and reserve forces.

Strategy: Fielding TC-AIMS II Block 2 is a priority for the Army Logistics deployment effort. Our focus is the deployment of forces, the completion of TC-AIMS II Block II fielding, and Block III development. TC-AIMS II Block IV and V capabilities will be provided by CMOS.

Milestones/Timelines:

- TC-AIMS II Block 1, Basic Unit Move, fielding is complete.
- 1st and 2nd QTR FY 07: Review FY07 fielding and training requirements and strategy.
- 1st and 2nd QTR FY 07: Identify interface requirements to Joint deployment systems and current Army distribution bridging systems and future ERPs.
- FY 07: TC-AIMS II Block 3, Movements Control, and Planning/Map Graphics, is under development. Block 3 provides movements control, plan sourcing, port operations visibility, theater reception, staging, onward movement and integration (RSO&I) and multiple convoy tracking. Operational test will be conducted.
- FY-08/09: The Air Force's CMOS, the OSD Federated solution for TC-AIMS II Blocks 4 & 5 is operational and is will provide the required Army ITO/DTO functionality.

Critical Task 1-2-4: Consolidate Corps and Theater Automated Data Processing Service Center (CTASC) operations

Strategic Initiative 1: *Strategic Initiative 1: Support today's Logistics Information Technology requirements in support of combatant commanders and joint operations*

Subordinate Initiative 1-2: Make logistics information services accurate, timely, and accessible to the Warfighter's needs

Primary/Supporting Owner: Army G-4

Supporting Owner: LOGSA

Description/Background: The Army's transition to a brigade-centric structure mandates a number of changes to our logistics support concepts, organizations, and processes. A centralized approach to our Corps Theater Automated Data Processing Service Center (CTASC) operations and administration enables the U.S. Army to meet the needs of a brigade-based force, support the U.S. Army's 500 Day Information Technology plan, and simplify the migration towards a centralized environment for the Single Army Logistics Enterprise (SALE) that results in significant cost savings to the Army by reducing the logistics footprint, improved support to the combatant commander and a reduction in operations / administration personnel. When complete, Army commands and agencies will have a higher degree of assured CTASC support from a centralized professional staff. Additional benefits will be a more efficient and flexible Post Deployment Software Support (PDSS) support and an effective Continuity of Operations Plan (COOP) capability for emergency response to natural disasters like Hurricane Katrina as well as supporting the Global War on Terrorism.

Strategy: Collocation of all Army CTASCs at Redstone Arsenal followed by a consolidation where the total number of CTASCs are reduced from the current 9 to 4. A one-for-one 'mirror' server will be located at the Software Development Center Lee (SDC-Lee) for COOP.

Milestones/Timelines:

- USARC -- Complete
- Ft Bragg (2nd CMMC) -- Complete
- 321st TMMC -- Complete
- IMA -- Complete
- 4th MMC -- Aug (communications testing underway)
- USAREUR -- Aug 06 (communications testing underway)
- Standup COOP operations at SDC-LEE
- NOV 06: Korea
- NOV 06: USARPAC
- DEC 06: National Guard
- JAN 07: Begin Consolidation Phase

Critical Task 1-3-1: Field bridging STAMIS to forces returning from operational deployments (Reset the Force)

<u>Strategic Initiative 1:</u> <i>Strategic Initiative 1: Support today's Logistics Information Technology requirements in support of combatant commanders and joint operations</i>	
<u>Subordinate Initiative 1-3:</u> Support and Enable ARFORGEN	
<u>Primary Owner:</u> Army G-4	<u>Supporting Owner:</u> Army G-8, PEO EIS
<u>Description/Background:</u> Fielding PBUSE, SAMS-E, and ULLS-A E to all units as part of the Reset and Retrain effort is critical to completing the effort to cover the Total Army with effective mission required LOG STAMISs in support of accountability, visibility, and supportability of equipment and combat capability. Fielding of LOG STAMIS to RESET units is significantly covered for Active Component (AC) BCTs, CABs, and Divisional Sustainment Brigades by Critical Tasks 1-1-1 (PBUSE), 1-1-2 (ULLS-A E), and 1-1-3 (SAMS-E) as much of the AC war fighting structure will remain at ARPL 2 upon return to the United States.	
<p><u>Strategy:</u> During FY 07, PBUSE (1-1-1) will be fielded to all MTOE Units in all COMPOs expeditiously and is not discussed further. During FY 07, ULLS-A E will be fielded to select deployers as directed by the VCSA. Also, Aircraft RESET Lines will begin producing ULLS-A E equipped airframes as part of RESET. During FY 07 SAMS-E will focus on AC units that are ARPL 2, including units that have returned from overseas that are on a short timeline to return to theater. Priority for fielding SAMS-E is for deploying BCTs first, and then deploying CABs and Divisional Sustainment Bdes that are collocated with deploying BCTs – Some non deploying BCTs, CABs, and Divisional Sustainment Bdes that are collocated with deploying BCTs may also be fielded if resources are available. Nearing the end of FY07 and beyond we intend to shift focus for SAMS-E from the deploying BCT focused effort to straight ARPL and transformation schedule fieldings across all COMPOs. A similar shift will occur for ULLS-A E and other LOG STAMIS systems.</p> <ul style="list-style-type: none">• As part of reset, units previously fielded PBUSE, ULLS-A E, and SAMS-E will receive replacements of battle losses and damaged/unserviceable equipment. This is not to be confused with refresh of equipment based on age which is not currently funded.• In addition to PBUSE, ULLS-A E, and SAMS-E, we will review shortages of SARSS, SAAS-MOD, TC-AIMS II, and legacy LOG STAMIS systems (ULLS-G, SAMS-1, SAMS-2, ULLS-A SCP5, etc.) for fill to support mission requirements on a by exception basis. TC-AIMS remains on a fielding schedule based on projection platforms (vice ARPL) and will shift to ARPL sequence for shortage fill either upon completion of the fielding schedule, receipt of additional funding, or by direction of the G3.• This strategy is subject to availability of funds. The strategy beyond FY07 will be shaped on funds received in FY 06 & 07.	
<u>Milestones/Timelines:</u> <ul style="list-style-type: none">• Refer to milestones/timelines for Critical Tasks 1-1-1, 1-1-2, and 1-1-3.	

Critical Task 1-3-2: Field STAMIS and other Logistics IT capabilities to the Army Sustainment Command

Strategic Initiative 1: *Strategic Initiative 1: Support today's Logistics Information Technology requirements in support of combatant commanders and joint operations*

Subordinate Initiative 1-3: Support and Enable ARFORGEN

Primary Owner: HQAMC

Supporting Owner: Army G-4, PEO EIS

Description/Background: On 1 Oct 06, the Army stood up the Army Sustainment Command (ASC), a subordinate headquarters of the Army Materiel Command. The ASC is responsible for a wide range of logistics missions in support of current and future combat operations, ongoing Army training cycles, and worldwide humanitarian and disaster relief efforts. A network of more than 60 Army Field Support Brigades, subordinate battalions, and logistical support elements are dispersed around the globe to support individual units and geographic areas. Major ASC responsibilities are in the areas of Field Support, Materiel Management, Contingency Contracting, and Army Pre-positioned Stocks (APS). A key component to achieve ASC's mission success is to have in place the necessary IT to support ever changing requirements.

Strategy: The ASC strategy is to use existing IT capabilities whenever possible to support its CONUS Theater Support Command (TSC) mission. ASC's strategy is to use the following capabilities by mission requirement:

- **Materiel Readiness & Integration:** Battle Command Sustainment Support System (BCS3) and DA G8's Equip For
- **Supply Management:** Corps/Theater ADP Service Center (CTASC), Standard Army Retail Supply System (SARRS), Standard Army Maintenance System - Enhanced (SAMS-E), and Property Book & Unit Supply - Enhanced (PBUS-E)
- **Mobility:** Global Transportation Network (GTN), Worldwide Port System (WPS), and Global Air Transportation & Execution System (GATES)
- **Materiel Readiness & Integration and Supply:** Command Asset Visibility & Equipment Redistribution System (CAVERS), Commodity Command Standard System (CCSS), Defense Emergency Supply Expert (DESX), Web Customer Account Tracking System (WebCATS), and Business Systems Modernization (BSM)
- **Materiel Readiness & Integration, Supply and Mobility:** Army War Reserve Deployment System (AWRDS), Army Electronic Product Support (AEPS), AMC Installation Supply System (AMCISS), Standard Depot System (SDS), Logistics Modernization Program (LMP), Logistics Information Warehouse (LIW), Web Visual Logistics Information Processing System (Web VLIPS), Defense Travel System (DTS), and Total Employee Development (TED)

The strategy is to use all systems and automated tools identified above via the web, through CTASC, or LIW, with the exception of BCS3. ASC will work with PEO C3T and PdM BCS3 to obtain the necessary BCS3 systems and technical publications. For major end items, ASC will continue to use PBUSE, and expand that use to support Pre-Deployment Training Equipment (PDTE) and Left Behind Equipment (LBE) missions.

Milestones/Timelines:

- Identification of IT Systems - Oct 06
- ASC FOC - (T) Oct 07

Critical Task 2-1-1: Reduce redundant and/or stovepipe IT investments by 80% by end of 2007

Strategic Initiative 2: Enable Army Transformation, Modularity, and Future Force through Improved Business Practices, Processes, and Technology

Subordinate Initiative 2-1: Reduce redundant and/or stovepipe IT investments

Primary Owner: Army G-4

Supporting Owner: Army G-6, Office of the DALEI

Description/Background: Identification of redundant Logistics IT investments will improve effectiveness and free resources for supporting operational requirements. The Army must ensure IT investments support only transformed, or transforming and integrated processes that achieve development and validation of capital IT planning strategies that improve combat support capabilities, Warfighting readiness, and mission performance. The Army will establish a means to evaluate current Logistics IT investments based on its core logistics capability and to identify and reduce and eliminate investments that provide unessential redundant capabilities.

Strategy: Managing investments as portfolios requires central visibility, clear priorities, and metrics and operate within rigorous governance oversight. Principle IT functions and operational activities must be reflected in a Single Army Logistics Enterprise Architecture. Viable IT investments should stand up to Army Audit Agency and GAO reviews. Investments must clearly demonstrate unique and critically needed mission capabilities and functions. Disciplined compliance to documented Army Logistics PFM procedures helps ensure that resource allocations satisfy strategic goals, demonstrate economically sound business principles, necessarily support Army Logistics' vision, and satisfy HQDA and DoD mandates.

Milestones/Timelines:

- 1st Qtr FY 07: Establish a prioritized list of logistics capabilities to guide the Army Logistics IT Portfolio Management (PFM) process, to help identify gaps or redundancies and use as an added decision support resource, while focusing architecture build efforts.
- 2nd Qtr FY 07: Improve IT resourcing process by linking domain governance oversight to IT investment strategies and use it to establish integrated functional IT management priorities.
- 4th Qtr FY 07: 80% reduction of redundant and/or stove-piped IT investments throughout the Logistics Domain

Critical Task 2-1-2: Partner with the DPO to identify Joint capability gaps and redundancies

Strategic Initiative 2: *Enable Army Transformation, Modularity, and Future Force through Improved Business Practices, Processes, and Technology*

Subordinate Initiative 2-1: Reduce redundant and/or stovepipe IT investments

Primary/ Owner: Army G-4 Force Projection and Distribution

Supporting Owner: Army G-4 CIO

Description/Background: On 16 September 2003, the Secretary of Defense designated Commander, United States Transportation Command (USTRANSCOM) as the DPO to improve the overall efficiency and interoperability of distribution-related activities - deployment, sustainment, and redeployment support during peace and war. On 28 July 2004, the Deputy Under Secretary of Defense Logistics, Materiel, and Readiness DUSD (L&MR) appointed the DPO as the Office of Primary Responsibility (OPR) and Portfolio Manager for that subset of logistics systems providing key capabilities in support of distribution and distribution-related activities. The DPO has further appointed the Director, Command, Control, Communications and Computer Systems Directorate (TCJ6) as the Distribution Portfolio Manager responsible for assisting the DPO in making capabilities-based decisions concerning the management of systems, programs or initiatives (SPIs) and developing, maintaining, and integrating the Joint Deployment and Distribution Architecture (JDDA) into the subset of the Logistics Architecture, Business Enterprise Architecture-Logistics (BEA-LOG).

Strategy: Efforts are specific to improvement of the overall effectiveness, efficiency, and interoperability of distribution-related activities supporting the Joint Deployment and Distribution Enterprise (JDDE). Specific recommendations include:

- Use of CMOS to meet requirements of TC-AIMS II Block four -- Potential cost avoidance of \$35M over the FY 08 - 13 POM.
- Merge WPS and GATES into a single port operations system -- Potential cost avoidance of \$9M over the FY 08 - 13 POM.
- Conduct review of current common operating platforms used in deployment and distribution command; control with a goal of providing a solution for joint visibility of data across the JDDE in one common operating picture for distribution (LCOP D2).
- Merge DTTS and IRRIS into SMS.
- Merge GFM capabilities into CMOS.

Milestones/Timelines:

- APR 06: WPS/GATES: DPO approves merger of WPS/GATES into a single port operations systems
- MAY 06 LCOP D2 - Establish requirements baseline for analysis.
- JUN 06: CMOS/TC-AIMS II: Field Block 2 to CENTCOM (Army)
- JUL 06: Joint Port Functional Requirements Board created to determine joint requirements for the single port operations system
- AUG 06: DTTS and IRRIS into SMS: Recommendation for merger made to DPO
- AUG 06: GFM capabilities into CMOS: Recommendation for merger made to DPO DEC 06: Prototype Block 3 and CMOS v7.2 in EUCOM (Army/AF) plus FACTS (Navy)
- NOV 06 - Present Findings to IRB/DBSMC and other Boards
- JUN 07: Field Block 3 and CMOS v7.2 in EUCOM and CENTCOM (Army/AF)
- SEP 07: Prototype web version of CMOS (AF) plus GFM (Army) Web Service
- DEC 07: Field web version of CMOS (AF) and TC-AIMS II mods (Army)

Critical Task 2-1-3: Improve Logistics Domain IT Governance process

Strategic Initiative 2: *Enable Army Transformation, Modularity, and Future Force through Improved Business Practices, Processes, and Technology*

Subordinate Initiative 2-1: Reduce redundant and/or stovepipe IT investments

Primary Owner: Army G-4

Supporting Owner: Office of the DALEI

Description/Background: DoD has mandated that Army shall reduce redundant and/or stovepipe systems by 80% by the end of 2007. Reducing these systems depends, in part, on a functioning and focused governance structure. Such a structure must cut across traditional hierarchical lines of organization and authority. It must include all affected organizations organized in a manner that facilitates the development of end-to-end processes so that systems are identified for reduction/elimination based on new, required capabilities rather than on strict functional orientation. Once the governance structure is operating it must develop metrics that focus on the Log IT Domain's established priorities IAW this Implementation Plan.

Strategy: The Army G-4 will improve the Logistics Domain It Governance process by taking an active role in exercising the established governance structure. In particular, the Army G-4 will focus its governance on the current fiscal year's priorities. In terms of reducing redundant and/or stovepipe IT investments, the Army G-4 will focus on enterprise solutions that reduce/eliminate redundancy, disconnects, and complexity. In addition, the Army G-4 will focus on capabilities that facilitate streamlined and productive business processes. Accordingly, the Army G-4, with assistance from the DALEI, will monitor and report the status of all Logistics Domain IT priorities identified in the current Implementation Plan. Beyond monitoring, the Army G-4 will report metrics performance against expected outcomes and/or established standards. Army G-4 will publish these results, which will be reported at quarterly Logistics IT Domain governance meetings. All in all, the Army G-4 and DALEI will improve the governance process by actively and regularly hosting governance meetings that focus on current FY priorities, while ensuring that It systems support and facilitate an enterprise perspective.

Milestones/Timelines:

- Identify FY 08 Tier IT investments by end of 1st QTR FY 07
- Conduct review of FY 08 Tier IT investment list by 2nd QTR FY 07
- Coordinate with system owner by end of 3rd QTR FY 07 in order to prepare initial certification package of FY 08 IT investments
- Conduct domain review/approval and submit to OSD for obligation approval

Critical Task 2-2-1: Plan for and continue to field the LMP

Strategic Initiative 2: *Enable Army Transformation, Modularity, and Future Force through Improved Business Practices, Processes, and Technology*

Subordinate Initiative 2-2: Fully Implement the SALE

Primary Owner: Army G-4

Supporting Owner: PEO EIS

Description/Background: The Logistics Modernization Program (LMP) is a key component of the Single Army Logistics Enterprise (SALE), which is the Army's larger vision for integrating its major logistics systems and processes. When fully deployed, LMP will integrate procurement, asset management, depot maintenance planning and execution, financial management, ammunition manufacture and maintenance, requisition processing, and long-term supply planning for an inventory of up to 6 million items and \$40 billion in goods and services annually. LMP will help manage a supply chain serving 50,000 vendors and up to a million customers. LMP is already serving the Warfighter. Since 2003, LMP users at 12 locations have been able to release, track, and deliver supplies to troops in Afghanistan, Iraq, and other locations around the world. Most importantly, LMP does this faster and more efficiently than the Army's legacy systems.

Strategy: Continue to sustain current systems (Commodity Command Standard System (CCSS), Standard Depot System (SDS), and fielded LMP. The latest Investment Review Board determined that LMP must achieve Standard Financial Information Structure (SFIS) compliance and IGT compliance. Implement alternative governance structure (bring under acquisition directives) and minimize cost impacts to Army Working Capital Fund (AWCF).

Milestones/Timelines:

- MAR 06: Transition governance to PEO-EIS
- JUL 06 :Addressing Program Budget Decision 400
- JUL -- AUG 06: Addressing Government Accountability Office Report
- AUG 06: Annual Internal Review Board
- OCT 06: Submit SFIS Checklist and Implementation Plan to Component PCA and FM and WSLM/MSSM IRBs
- JAN 07: FFMIA compliance

Critical Task 2-2-2: Plan for and field GCSS-Army (F/T) and GCSS-Army (PLM+)

Strategic Initiative 2: *Enable Army Transformation, Modularity, and Future Force through Improved Business Practices, Processes, and Technology*

Subordinate Initiative 2-2: Fully Implement the SALE

Primary Owner: Army G-4

Supporting Owner: PEO EIS

Description/Background: Global Combat Support System-Army (GCSS-A) will be the Army's seamless, integrated, modular, and interactive information management and operations system across all combat support and command and control functions. The system will operate in a network/information centric environment that incorporates, to the greatest extent possible, Department of Defense (DoD) standard data by using commercially available software. GCSS-A Field Tactical (GCSS-A(F/T)) is the tactical component of GCSS-A which is designed to modernize the current tactical Standard Army Management Information Systems (STAMIS) into a single, seamless web-based, near-real time system, supporting field/tactical logistics and providing the commander on the battlefield with an integrated, interoperable view of the battle-space in time to support logistical decisions that will affect the outcome of combat operations, combat power and planning for future operations. GCSS-A(F/T), Product Lifecycle Management Plus (PLM+), and the Logistics Modernization Program (LMP) form a supply chain from "foxhole to factory and return" with GCSS-A(F/T) on the tactical (foxhole) side, LMP on the national (factory) side, and PLM+ as the technical enabler to link the field-level logistics system with the National-level logistics system, serving as the single access point to/from external trading partners and the components that comprise the Single Army Logistics Enterprise (SALE).

Strategy: Multiple increment approach (Increment I & Follow-on Increments)

- Increment I Segment 1 - Develop Direct Support (DS) supply functional capability in SAP with hooks to maintenance, ammunition & property accountability and conduct Operational Assessment in one unit in FY07.
- Apply lessons learned to integrated solution to reduce risk in follow-on segments.
- Follow-on Segment will integrate maintenance, ammunition & property accountability functionality
- Conduct full operational test in support of a Full Fielding decision
- Field fully integrated system to same assessment unit in mid FY09

Milestones/Timelines:

- AUG 06: Annual Internal Review Board review
- AUG 06: Critical design review
- SEP 06: Milestone "B" decision
- FY07: Begin System Development and Demo Phase

Supporting Initiatives

Single Enterprise Solution

The Army Logistics Domain will vigorously pursue a singular Enterprise solution. The Logistics Enterprise must deliver standard end-to-end capabilities, assure minimal interfaces and data reconciliation, and provide commanders authoritative, accurate, and timely data. These are long term investments that will satisfy Joint strategic objectives necessary to meet DoD Enterprise Transition compliance standards.

Technical implementation will require web-based user GUIs to provide robust IT processes and be digitally compatible with commercial and Service partners and practices. IT will leverage and not duplicate DoD's GIG technical infrastructure security and services. Performance will be improved by streamlined processing, near real time transaction operations with marked reduction of servers and a secure single sign on capability.

Leveraging other Army/DoD Efforts

Army Logistics operations are closely tied to DLA and USTRANSCOM activities for successful execution. BRAC actions necessitate scrutiny of current and planned Army Logistic systems to ensure they align to broad DLA responsibilities for Class IX (repair parts) procurement and central management. Functionalities that best belong within a joint system, will not be resourced, or developed in independent Army systems but transactions passed and connected as needed.

The Army must also ensure that logistics information systems seamlessly inter-operate with associated systems in other Mission/Domain or functional areas such as finance, personnel, medical, transportation, and command/control.

Army development efforts must be synchronized and coordinated with other key development efforts such as the General Fund Enterprise Business System (GFEBS), DLA's Business System Modernization (BSM), National Inventory Management Strategy (NIMS), the Joint Deployment and Distribution Architecture (JDDA) and the Army Integrated Logistics Architecture (AILA).

The Army G-4's Logistic Process Center (LPC) at the Logistics Innovation Agency (LIA) supports the development and presentation of Logistic IT Domain Governance decisions and recommendations across the transformational initiatives described in the Implementation Plan. The LPC is comprised of an integrated suite of end-to-end logistic process simulation models and automated information systems, which are linked to other labs via the Defense Research and Engineering Network. Core capabilities of the LPC include:

- The modeling, simulation, and quantitative analysis of transformational operational architectures and logistic processes.
- Exploration, demonstration, and assessment of Commercial off the Shelf/ Science and Technology enablers with respect to SALE applicability and AILA technical architecture compliance.
- Assessment of the second and third order effect of potential IT solutions on the end-to-end processes they support.